

**IUC - Budget 2024****Budget 2024    Final Accounts 2024    Revised Budget 2025**

1111	Incoming balance 1 JANUARY	140010	140661	137004
1114	Incoming balance Ministry scholarships	11949	11949	11949
1115	Incoming balance IUC scholarship	11117	11117	9383
1116	Incoming balance Earmarked funding	6259	5608	-144
	<b>TOTAL INCOMING BALANCE 1 JANUARY</b>	<b>169335</b>	<b>169335</b>	<b>158192</b>
<b>INCOME</b>				
3211	Membership fee payments	23000	21478	22000
3211	Course fee participants	31000	37630	31000
3211	General course fee	23500	25323	64000
3211	Conference fee	18000	18160	0
3211	General conference fee	1200	1100	0
3511	Grant from Ministry - operation	28500	28059	27000
3512	Grant from Ministry - scholarships	86500	86941	88000
3541	Witea id	0	510	0
3551	IUC scholarship/ Donation	1000	346	1000
3552	Marija i Mirjan scholarship fund	10000	8443	10000
3550	Earmarked funding	3500	4000	6000
3612	Other refunds	1000	212	500
	<b>TOTAL INCOME</b>	<b>227200</b>	<b>232202</b>	<b>249500</b>
<b>EXPENDITURES</b>				
4261	Office material	6000	5442	6000
4222	Travel expenses	7000	4592	7000
4223	2 Executive Committee meetings	4500	3301	4500
4224	DG Allowance	2000		2000
4232	Scholarships Ministry	86500	86941	88000
4232	Scholarships IUC	3000	2080	3000
4233	Marija i Mirjan Damaška fund	10000	8443	10000
4251	Post & teleservice, internet	5500	4026	5500
4252	Web development	2000	832	2000
4264	Equipment	5000	2580	5000
4264	Cont.Building Investment	6400	6414	0
4253	Printing	2500	4986	5000
4257	Accounting services	14500	15232	17500
4257	Staff	18000	11094	8000
42572	Student help	5000	6950	7000
4259	Miscellaneous	2000	60	2000
4255	Transfer to University of Zagreb*	36000	44861	36000
4294	Registration fee	500	257	1000
4295	Social events, guided tours etc.	23000	19186	25000
4431	Bank fees	1500	1245	1500
4511	Earmarked projects	17000	9752	6000
4512	IUC visibility, incl. book	8500	4394	6500
4554	Anniversary IUC-a	0		0
4259	Online course working papers	1000	677	1000
	<b>TOTAL EXPENDITURES</b>	<b>267400</b>	<b>243345</b>	<b>249500</b>
	<b>Balance surplus/deficit</b>	<b>-40200</b>	<b>-11143</b>	<b>0</b>
	<b>OUTGOING BALANCE 31.12</b>	<b>129135</b>	<b>158192</b>	<b>158192</b>

## IUC FINAL ACCOUNTS AND OPERATION 2024

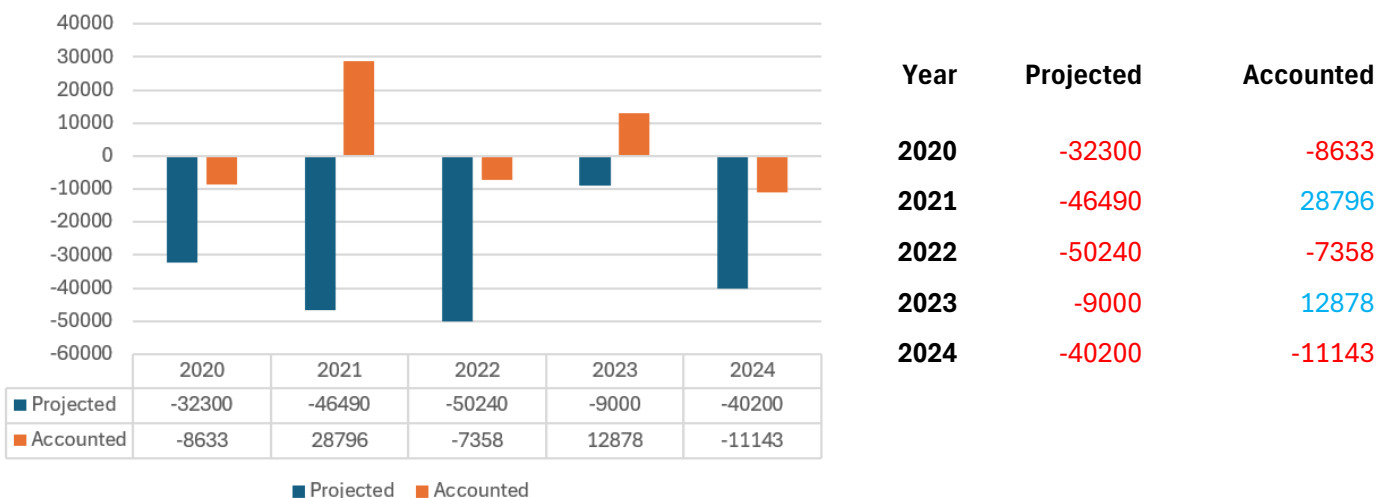
THE AUDIT OF the final accounts for 2024 was undertaken on site at the IUC during the days of 17 and 18 March 2025. Like in previous years, meetings and conversations regarding the planning and execution of the financial operation were held with the IUC Accountant and the IUC Executive Secretary. Also, conversations regarding the general operation and management of the IUC were held with the staff at the IUC office. The objective of the visit was to check, and review, the accounting procedures of the IUC by way of a general audit of the final accounts for 2023, and to discuss ideas for streamlining all the many tasks of the IUC office.

THE REGISTERS OF all sub-items in the IUC accounts were presented during the audit and continue to demonstrate that IUC bookkeeping is, as it has always been through the years, performed in a highly professional manner. Without advance notice, the elected auditor requested a look at original receipts for 8 payments from 3 sub-items (4257 and 4512)\* – completely randomly chosen in the moment by the elected auditor – from the detailed accounting ledgers. All original receipts were found, presented, and verified to be 100% accurate.

IN SUMMARY – based on the audit performed – it is, once again, the assessment of the elected auditor that the accounting and financial reporting at IUC are excellent. It is handled in a meticulous and impeccable manner, as always, by the IUC accountant and the professional staff in the IUC office.

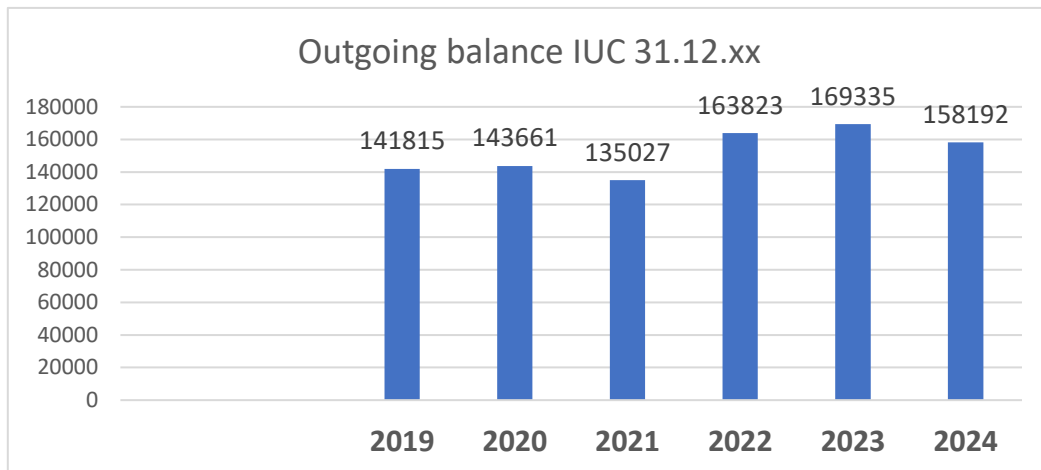
THE BUDGET APPROVED by the Executive Committee (EC) for the fiscal year 2024 projected a deficit of EUR 40 200. Nonetheless, the financial result of 2024 was much better than projected, with a deficit of ‘only’ EUR 11 143. The main explanation for this is that part of the salary allocation in the IUC budget for one of the employees was adopted by the University of Zagreb. This is a very positive development and shows the commitment of the University of Zagreb to the value, importance and mission, of the IUC.

### FINANCIAL RESULT OF IUC OPERATION 2020-2024:



\* 4257 includes ‘Accounting Services’ and ‘Staff’; 4512 is the ‘IUC Visibility Project’

THUS, THE INCOMING balance of the IUC as of 1 January 2025 was EUR 158 192. Again, this means that the financial room for maneuver by the IUC is still rather sound.



ANOTHER POSITIVE DEVELOPMENT was that the income of 2024 was EUR 5000 more than budgeted. This is mainly due to higher income that was anticipated from membership fee payments, course fees from participants and general course fees.

REGARDING THE IMPORTANCE of IUC ‘investing in its future’ – actions that the elected auditor repeatedly has recommended over the last 3-4 years – part of the high amount of accumulated funds in the IUC account at the end of every year should be invested in order to secure the future of the IUC as a relevant and important entity of advanced studies. This would help showcasing the IUC as a crucial actor, with real impact, as a home for academic freedom and advanced studies in Croatia, the region and in Europe.

IN TERMS OF number of participants in IUC activities, 2024 had 65 more participants than 2023, an increase of 3.2%.

PARTICIPANTS IN IUC ACTIVITIES BY YEAR (2020-2024):

2020	2021	2022	2023	2024
606	1534	2446	2005	2070

IUC CONFERENCES AND COURSES (2023-2024):

	2023	2024	DIFFERENCE
NUMBER OF CONFERENCES	18	12	<b>-33%</b>
NUMBER OF COURSES	37	47	<b>+27%</b>

THE ELECTED AUDITOR continues to be very impressed by the extremely high activity of the IUC. The staff in the IUC office deserves nothing less than a thunderous standing ovation and the highest commendation for their extraordinary dedication and tireless efforts.

Nevertheless – and as repeatedly commented upon in the elected auditor’s previous reports – it is difficult to understand how the staff are managing this workload and how this is sustainable in the long run. Given that the work in the office is highly specialized and, consequently, it takes

time to train new personnel, the situation with continuous high-pressure workload among IUC staff continues to pose a significant risk for the IUC operation. It is the strong recommendation of the elected auditor that the IUC EC at the most urgent opportunity initiates a project in order to make a comprehensive review of workload of IUC staff, to find more efficient ways of working – perhaps with the use of various AI-tools and other computerized office management solutions – as well as making a thorough assessment of which tasks can be removed and/or outsourced. The EC of the IUC should evaluate the prospect of spending quite some money on external services.

DURING 2024 A total of 42 institutions paid their membership fee of EUR 500.

AGAIN, IT IS still the view of the elected auditor that, arguably, the most ‘cost efficient’ way of further consolidating the economy of the IUC is to increase the percentage of paying members. If the IUC had 70 paying members, that would amount to an annual income of EUR 35 000. A complementary possibility could be to increase the membership fee to EUR 600.

IN THE 2023 elected auditor’s report several recommendations were put forward to the IUC Executive Committee. These recommendations included, among others, (i) a strategic *operational* plan for using money to boost the academic output, profile, visibility, and recognition of the IUC as a relevant and solid center for advanced studies in Croatia, in the region, and in Europe; (ii) evaluate workload of IUC staff; (iii) better use of social media and communication, and (iv) look into how the IUC can enter into formal agreements with relevant national, regional and international actors.

BASED ON THE CURRENT financial situation of the IUC, the elected auditor puts forward the following, *additional*, recommendations for careful consideration and deliberation by the IUC Executive Committee:

- ❖ Urgently make a comprehensive review of the workload of IUC staff in order to minimize the high risk to the whole IUC operation, including an evaluation of which external services can be outsourced to offload the immense pressure on IUC staff.
- ❖ Make a strategic list of non-member universities that are fighting for the value of academic freedom and invite them to become members of the IUC – the ‘Home of Academic Freedom’.
- ❖ Discuss how the IUC can assist universities and academic institutions across the world in the defense of academic freedom as *an idea* and as *a practice*. Given the geopolitical development after 20<sup>th</sup> of January 2025, the IUC EC might consider making a special initiative/action with respect to universities in the United States.
- ❖ Evaluate closer collaboration with university associations, NGOs etc. that are defending academic freedom.

IN CONCLUSION, due to the geopolitical situation with an increase in rampant attacks on academic freedom across the world, the IUC as the ‘Home of Academic Freedom’ should have all the opportunities to call attention to the important work of the IUC as a crucial place of advanced studies. The financial room for maneuvering is ample, and the timing could not be better.

Bergen/Dubrovnik, May 2025  
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